
**THE RELATIONSHIP BETWEEN DEVIANT BEHAVIORS OF
MARA EMPLOYEES IN NORTHERN MALAYSIA
WITH ITS PREDICTORS**

**A thesis submitted to the Faculty of Business Management in fulfillment of the
requirements for the degree of
Masters in Business Administration,
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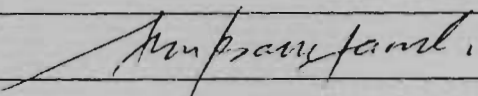
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DECLARATION

I certify that the substance of this thesis has not already been submitted for any degree and is not currently being submitted for and other degree or qualification.

I certify that any help received in preparing this thesis and all sources used have been acknowledged in this thesis.

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ABSTRACT

Workplace deviant behavior in the workplace has become a serious and costly problem in the society and in organizations. Behaviors such as insider trading, embezzlement of funds in banks and finance industry, discrimination against minorities, cybercrime, contract fraud and intentionally delayance of work had created losses to organizations. Significance of workplace deviant behavior and its costs signifies the need for theoretically focused, specific, & systematic study of this behavior. Despite assertions on employees who condoned law tolerance in the workplace or that they were noncompliant at times during their tenure, these assertions were usually secondary importance. Hands-on research referred the sinister side of workplace deviant behavior especially on employee behavior is deemed insufficient. Nevertheless, few scholars have attempted to examine workplace deviant behavior. These studies did not emphasize on understanding in workplace deviant behavior comprehensively, resulted insufficient information on the subject. In Malaysia, few studies were carried out on manufacturing employees and hotel employees but none for other employees in other industries. Therefore the study will address the shortfall from government organization perspective. It will focus on workplace deviant behavior of employees in government sector specifically MARA employees in three states, Perlis, Kedah and Penang. Variables that influence workplace deviant behavior are such as personality-related factor (negative affectivity), job-related factor (job satisfaction) and organizational-related factors (organizational commitment and organizational justice) and also demographic factors such as gender, age and tenure. Hence the research aims to determine types of deviance employees engage in at the workplace, to determine the effect of Negative Affectivity, Job Satisfaction, Organizational Commitment and Organizational Justice, as well as demographic factors gender and age on Workplace Deviant Behavior of MARA civil servants and to determine the difference of age, gender and tenure on Workplace Deviant Behavior. It was found that there were relationship between workplace deviant behavior and its predictors.

ABSTRAK

Tingkaahlaku pekerja yang menyimpang di tempat kerja menjadi semakin serius dan melibatkan kenaikan kos dalam masyarakat dan organisasi. Tingkaahlaku menyimpang seperti dagangan maklumat oleh orang dalaman, penyelewengan wang simpanan dalam industri perbankan dan kewangan, diskriminasi terhadap golongan minoriti, jenayah siber, penipuan dalam kontrak dan penangguhan kerja dengan sengaja telah menyebabkan berlakunya kerugian yang besar kepada organisasi. Peringkat pentingnya permasalahan ini menyumbangkan kepada faktor kepentingan untuk membuat penyelidikan tentang tingkaahlaku berkenaan secara mendalam, spesifik dan bersistematik. Permasalahan ini dianggap remeh walaupun terdapatnya dakwaan mengatakan sebilangan pekerja bersikap toleran terhadap kesalahan peraturan atau pekerja yang tidak mematuhi peraturan semasa bekerja. Penyelidikan berkenaan permasalahan ini adalah tidak mencukupi. Beberapa ahli akademik telah membuat penyelidikan tentang permasalahan ini, namun demikian ia tidak mengupas permasalahan ini secara mendalam. Di Malaysia, beberapa penyelidikan hanya dibuat ke atas pekerja sektor perkilangan dan sektor perhotelan. Tiada penyelidikan dibuat ke atas sektor kerajaan. Justeru, penyelidikan ini dibuat dari perspektif organisasi kerajaan iaitu MARA. Ia memfokus tingkaahlaku menyimpang pekerja MARA di tiga buah negeri iaitu Perlis, Kedah dan Pulau Pinang. Pembolehubah yang lain adalah faktor-faktor yang mempengaruhi tingkaahlaku menyimpang pekerja seperti faktor personality (pengaruh negatif), faktor pekerjaan (kepuasan kerja) dan faktor organisasi (tahap komitmen pekerja dan keadilan dalam organisasi) dan juga hubungan pembolehubah tergantung dengan faktor demografi seperti umur, jantina dan lama bekerja. Oleh yang demikian, tujuan penyelidikan ini adalah untuk mengenalpasti jenis devian yang dilakukan oleh pekerja dalam organisasi, juga untuk mengenalpasti tahap pengaruh pembolehubah bebas ke atas tingkaahlaku devian dan juga untuk mengenalpasti berlakunya perbezaan umur, jantina dan lama bekerja ke atas tingkaahlaku devian. Keputusan penyelidikan mendapati terdapat hubungan di antara pembolehubah tergantung dengan pembolehubah bebas.

DEDICATION

This dissertation is dedicated to my beloved parents, Haji Ku Ishak and Hajjah Salma, who have provided their unconditional love, indefatigable support, affection, devotion and encouragement especially during my post graduate study. They are indeed the wind beneath my wings! Mom and Dad, I thank both of you for everything. No words could describe my love for both of you.

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ABBREVIATION

WDB	Workplace Deviant Behavior
IDB	Interpersonal Deviant Behavior
JS	Job Satisfaction
MARA	Majlis Amanah Rakyat
NA	Negative Affectivity

ODB	Organizational Deviant Behavior
OC	Organizational Commitment
OJ	Organizational Justice
PANAS	Positive Affectivity Negative Affectivity Schedule

CHAPTER ONE

BACKGROUND OF THE STUDY

1.0. Introduction

This chapter presents the background of the research, problem statement, objective of the study, research questions, statement of hypotheses, significance of the study, scope of the study and definition of variables and terms. The sequences of the study starting from chapter one to five is also included.

1.1. Background of the Research

In the US, Enron, once was among successful corporations in the world had shown definite example of deviant behavior among its top management. Enron CEO and other top executives acted to remove not only the external competitors but also potential rivals within the company. Furthermore, they created a 'sexdrenched, out of control' corporate culture. Gossip about sex suffused the company; it was widely believed that superiors and subordinates used wanted and unwanted sex relationships to achieve instrumental advantages. The rise and fall of Enron is a case where misbehavior and disloyalty to the firm, its employees and values, concentrated primarily in the company's higher echelon. (Newsweek, 11 March 2002)

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the thesis is for
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